

~~CONFIDENTIAL~~QUESTIONNAIRE INSTRUCTIONS

This questionnaire asks for your ideas and opinions about various aspects of the operation of the MG Career Service and the relationship of jobs and people in the MG Career Service to personnel in other components of the Agency.

As you read through the questionnaire, please mark your reaction to the questions by circling the alternative which most clearly expresses your feeling about that particular topic. There are three basic types of items. The majority ask for your degree of agreement with a statement, e.g.,

The MG Career Service should
be part of the Management and
Services Directorate.

Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree
1	2	3	④	5

For this item the individual circled alternative 4 "Tend to Agree." Other items are of a multiple choice type and a few call for written responses. Please respond to those items as indicated.

Your response to these items will remain strictly confidential. The analysis of the data will be done by coarse groupings, and we ask that you not sign your questionnaire. Please try to complete the questionnaire and return it within one week in the return envelope included with the questionnaire. We look forward to receiving your completed questionnaire, and believe that it will provide valuable information for improving the MG Career Service.

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BACKGROUND INFORMATION

(Circle Appropriate Answer to the Questions Below)

1. How old are you?
 - a. 18 - 25
 - b. 26 - 29
 - c. 30 - 34
 - d. 35 - 39
 - e. 40 - 44
 - f. 45 and above
2. Indicate your GS level:
 - a. 05
 - b. 06
 - c. 07
 - d. 08
 - e. 09
 - f. 10
 - g. 11
3. What is your sex?
 - a. Male
 - b. Female
4. How much formal education have you had?
 - a. High school or equivalent.
 - b. Some college or two years college.
 - c. College graduate.
 - d. Graduate degree (MA, Ph.D., etc.)
5. Approximately how long have you been with the Agency?
 - a. Less than 5 years.
 - b. 5 - 10 years.
 - c. 11 - 15 years.
 - d. 16 - 20 years.
 - e. 21 and over.
6. How long have you been in the MG Career Service?
 - a. Less than 5 years.
 - b. 5 - 10 years.
 - c. 11 - 15 years.
 - d. 16 - 20 years.
 - e. 21 and over.

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The following items should reflect how you currently perceive the MG Career Service, or how you would like to see it operate in the near future.

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree
7. Too often, a careerist is assigned to a position without adequate consideration of its developmental aspects.	1	2	3	4	5
8. If you were to make an effort to outline your own career path in the MG Career Service it would have little or no impact.	1	2	3	4	5
9. Decisions on who is placed in an assignment are usually made with no input from the individual.	1	2	3	4	5
10. The MG Career Service has lost many outstanding people through frustration over lack of adequate career management.	1	2	3	4	5
11. There is a lack of methodology to the career planning process.	1	2	3	4	5
12. The CMO does not carry enough authority to have sufficient impact on career planning.	1	2	3	4	5
13. A system or program should be established to guide an individual through a career path.	1	2	3	4	5
14. Any career planning should be a joint effort between the careerist and the Career Board.	1	2	3	4	5
15. There are so many people in the MG Career Service that movement up is severely restricted. There are not enough good jobs to go around.	1	2	3	4	5
16. The whole assignment process is based on "fire fighting" and last minute planning.	1	2	3	4	5

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	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree
17. Those MG careerists who know the most and get the best assignments are those who are closest to the people who make decisions, i.e., in the Office of the DDM&S.	1	2	3	4	5
18. The problems which exist in making position assignments, e.g., necessity of filling positions on short notice, lack of availability of personnel, etc., are unavoidable and make it impossible to more clearly plan career paths.	1	2	3	4	5
19. Training received by MG careerists either inside or outside the Agency is adequately utilized.	1	2	3	4	5
20. Training efforts need to be more closely structured to fulfill the needs of the individual, rather than filling quotas.	1	2	3	4	5
21. Many of the jobs in the MG Career Service do not necessitate the educational requirements which are currently called for.	1	2	3	4	5
22. The absence of responsibility and poor job content of many positions in the DDM&S causes MG careerists to lose their motivation.	1	2	3	4	5
23. Outstanding performance is properly recognized by the MG Career Service.	1	2	3	4	5
24. The performance evaluation process is an effective one.	1	2	3	4	5
25. The philosophy of many careerists in the MG Career Service is "Don't rock the boat."	1	2	3	4	5

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	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree
26. There is no procedure by which clerical personnel can have grievances heard.	1	2	3	4	5
27. The Support Officers Advisory Group (SOAG) provides a much needed function in the MG Career Service.	1	2	3	4	5
28. The more senior MG careerists are very reluctant to change.	1	2	3	4	5
29. SOAG has been effective in fulfilling its function in the MG Career Service.	1	2	3	4	5
30. One of the most important factors in advancement is having the right boss.	1	2	3	4	5
31. The prime factor in who gets promotions is visibility, i.e., who is best known by those making promotion decisions.	1	2	3	4	5
32. Lateral movement into MG Career Service positions by personnel outside the MG Career Service is frustrating because it reduces headroom.	1	2	3	4	5
33. Decisions on who gets promoted in the MG Career Service have been made fairly and equitably.	1	2	3	4	5
34. The CMO should have the authority to run the Career Service.	1	2	3	4	5
35. The CMO should be a long term position (several years) not just another rotational assignment.	1	2	3	4	5
36. Not enough manpower has been applied to career management to adequately handle that area of responsibility.	1	2	3	4	5

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	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree
37. There are no real problems in communication in the MG Career Service.	1	2	3	4	5
38. Periodic sessions (conferences) should be held among all MG careerists in Hdqs. because there is no other way for them to get together.	1	2	3	4	5
39. Anyone in the MG Career Service has access to the DDM&S if there is something they wish to discuss.	1	2	3	4	5
40. The Support Career Service Conferences provide a very useful communication function.	1	2	3	4	5
41. Secretarial/clerical personnel are pretty much excluded when considering employees' problems in the MG Career Service.	1	2	3	4	5
42. Secretarial/clerical personnel should not be part of the MG Career Service, but should be administered under a different career service.	1	2	3	4	5
43. The only upward movement for many secretaries is into professional assignments.	1	2	3	4	5
44. For secretaries and clerical personnel there is no formal promotion or career planning system.	1	2	3	4	5
45. Many secretaries feel frustrated when senior managers bring their own secretaries with them into an MG Career Service position.	1	2	3	4	5

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	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree
46. The professional staff in the MG Career Service would accept a system in which the secretarial personnel rotated assignments periodically.	1	2	3	4	5
47. Advancement in the MG Career Service for secretarial/clerical personnel is based strictly on merit.	1	2	3	4	5
48. Most secretaries enjoy their work but would like to have some variety.	1	2	3	4	5
49. The Agency system of "Shopping" your personnel file is not effective in locating new positions.	1	2	3	4	5
50. Senior officials of the "M" Career Service are generally futuristic in orientation: they typically anticipate problems before they are manifested and ascertain the solutions to such problems.	1	2	3	4	5

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Please answer the following questions by circling the letter of the alternative which most closely represents your feeling about the topic. Some of these items request a written response please answer them as indicated.

51. To what extent do you feel your personal career development has been given proper attention in the MG Career Service?
- a. My career has been carefully planned and that plan has been carefully followed.
 - b. My career development has been given adequate consideration.
 - c. Some attention has been given my career development but no real planning.
 - d. Career development has been lacking, it is mostly based on circumstances.
 - e. My career development has not even been considered.
52. To what extent have you had an impact on your own career development, e.g., assignments, training, etc.?
- a. None.
 - b. Some.
 - c. A good deal.
 - d. It has been the primary factor in my career development.
 - e. Uncertain.
53. To what extent have the assignments you have received been developmental?
- a. All have been developmental.
 - b. Most have been developmental.
 - c. Few have been developmental.
 - d. Almost none have been developmental.
 - e. Undecided.
54. If you questioned or refused an assignment management would:
- a. Consider it a negative mark on your record.
 - b. Dislike your actions but not let it affect your career.
 - c. Be neutral about your actions.
 - d. Consider it a positive input in your career planning.
 - e. None of these. If some other response please specify. _____

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55. How satisfying is your current assignment?
- a. Very Satisfying.
 - b. Satisfying.
 - c. Somewhat Satisfying.
 - d. Dissatisfying.
 - e. Very Dissatisfying.
56. How satisfying was your last assignment?
- a. Very Satisfying.
 - b. Satisfying.
 - c. Somewhat Satisfying.
 - d. Dissatisfying.
 - e. Very Dissatisfying.
57. To what extent do you feel that jobs to which you have been assigned have challenged your abilities?
- a. All of my assignments have been challenging.
 - b. Most of my assignments have been challenging.
 - c. Few of my assignments have been challenging.
 - d. None of my assignments have been challenging.
 - e. My assignments have been a waste of my talent.
58. In relation to the rest of the Agency the DDM&S personnel are:
- a. Treated as second class citizens.
 - b. Treated as less than equals but relationship is improving.
 - c. Treated as equals.
 - d. No Opinion.
59. To what extent are you familiar with the evaluation process?
- a. Know the process well.
 - b. Have an adequate knowledge of the process.
 - c. Have little knowledge of the process.
 - d. Have no knowledge of the process.
 - e. Don't think there is a process.
60. If you had your way would you:
- a. Completely change the evaluation process.
 - b. Alter parts of the process.
 - c. Leave it as it currently exists.
 - d. Don't know enough to make a judgment.

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61. If you answered a. or b. to question 60 above; briefly describe some changes you would suggest.
62. To what extent do you feel outstanding performance is recognized in the MG Career Service.
- a. Not at all.
 - b. Very little.
 - c. To a moderate extent.
 - d. Is appropriately recognized.
 - e. No opinion.
63. On the basis of your experience, education, job assignments and record of accomplishments do you feel you are:
- a. At the appropriate grade.
 - b. Overgraded.
 - c. Undergraded.
64. Opportunities for advancement in other Career Services are:
- a. Better than in the MG Career Service.
 - b. About the same as in the MG Career Service.
 - c. Not as good as in the MG Career Service.
 - d. No not know.
65. To what extent are communications in the MG Career Service a problem?
- a. A severe problem.
 - b. Somewhat of a problem.
 - c. A minor problem.
 - d. No problem.
 - e. Unsure.

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66. Briefly state what you feel to be the one or two most critical problems facing the MG Career Service in the near future?
67. Briefly, what should be done to overcome this (these) problem (s)?
68. Do you plan to stay in the Agency?
- a. Definitely won't stay.
 - b. Probably won't stay.
 - c. Undecided.
 - d. Probably will stay.
 - e. Definitely will stay.
69. To what extent do you feel you have an opportunity to advance in the MG Career Service?
- a. Much room for advancement.
 - b. Some room for advancement.
 - c. Little room for advancement.
 - d. No room for advancement.
 - e. Don't know.

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70. If offered a change in assignment which did not incorporate a promotion would you:
- Welcome the change.
 - Change reluctantly.
 - Refuse the change.
 - Unsure; would depend on the assignment.
71. To what extent do you feel competent to assume a position in another component of the DDM&S?
- Feel I could assume such a position quite well.
 - Feel somewhat confident about assuming such a position.
 - Not sure how well I could fill such a position.
 - Do not feel very confident I could do this.
 - Not confident at all about filling such a position.
72. To what extent do you feel competent to assume a position in a component outside of the DDM&S.
- Feel I could assume such a position quite well.
 - Feel somewhat confident about assuming such a position.
 - Not sure how well I could fill such a position.
 - Do not feel very confident I could do this.
 - Not confident at all about filling such a position.
73. How challenging and developmental is your current assignment?
- Very challenging and developmental.
 - Quite challenging and developmental.
 - Somewhat challenging and developmental.
 - Not at all challenging and developmental.
 - No opinion.
74. How well do you feel you understand the overall operation of the MG Career Service?
- Very well.
 - Quite well.
 - Adequate understanding.
 - Not very well.
 - Not at all well.
 - Undecided.

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75. Considering the MG Career Service as it exists today, do you feel management should:
- a. Make some major changes.
 - b. Make some minor changes.
 - c. Leave things pretty much as they are.
 - d. Unsure.
76. If you answered a. or b. to the above items, what two or three things do you feel should be changed in the MG Career Service?

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